Army Civilian Education System Leader Development Program

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Senior Executive Training Symposium
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Army Training & Leader Development Panel- Civilian Study Recommendations

Overall Study Finding: *"There is no well-developed and executed, integrated, systemic approach for Army civilian leader development." (24 Feb 03)*

Key Recommendations:

Completed

CSA Approved
16 June 03

• **Move civilian leader development proponency** from G-1 to G-3 with TRADOC as executor for civilian education (Lead: G-3)

• **Develop a centralized Army Education System** integrating civilian and military individual training, education, and development where appropriate (Lead: TRADOC)

Organizational Realignment of Civilian Leader Training

- ATLDP-Civ transferred civilian leader training proponency from G1 to G3

- G1's civilian leader training organizations, AMSC and CLTD, transferred to TRADOC, 1 Oct 04, as G3's executor

- Establishing command and control relationship for these organizations with Combined Arms Center

Army Management Staff College, Fort Belvoir

Courses:
- Personnel Management for Executives I & II
- Sustaining Base Leadership and Management
- Garrison Pre-command Courses

Civilian Leader Training Division, Fort Leavenworth

Courses:
- Intern Leadership Development Course
- Leadership Education and Development
- Leadership Education and Development Train the Trainer
- Organizational Leadership for Executives

CES Fundamentals

- Competency-based curriculum

- Progressive & sequential; right knowledge, skills, and abilities at right time

- Capitalize on existing military/civilian LD strategies and materials to fullest extent; address unique competencies

- Linked to certification/promotion for leadership positions

- Reach all civilian leaders; supported by policy/resources

- All training methods considered; mix of focused DL modules complemented by resident courses

- Continued support of civilian attendance at SSC

- ATLDP recommendations addressed

- Maintain Intern Program

Foundation and Leadership Levels

Uniformed Leaders

- Bn/Bde Cdr

- Co Cdr
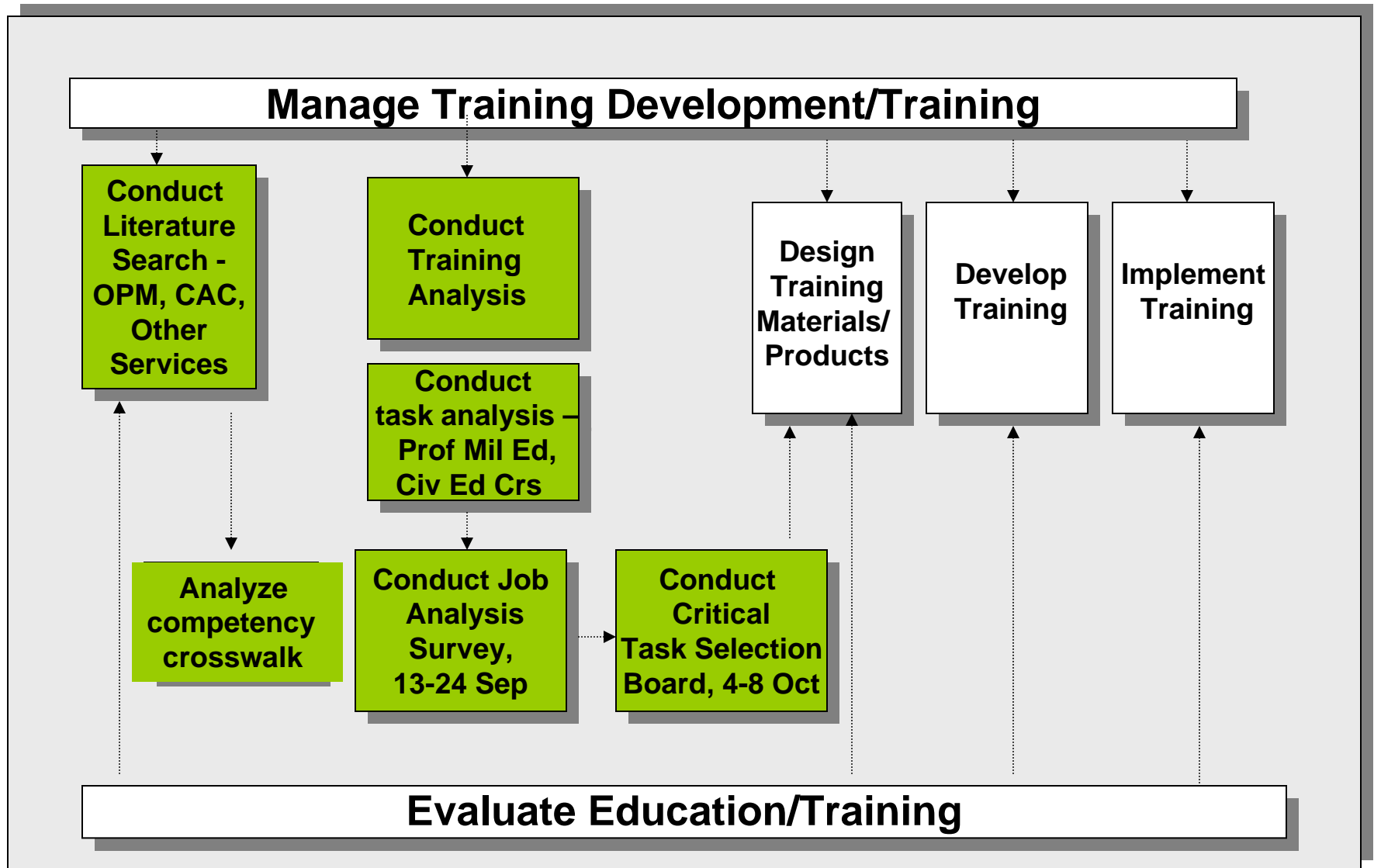
- Sqd/Plt Ldr

- Soldier

Civilian Leaders

- Organizational, experienced (DIRECTOR); indirect leader

- Mid-level, semi-experienced (DIVISION CHIEF); direct/indirect leader

- First-level, inexperienced (BRANCH CHIEF); direct leader

Greening Orientation

- TEAM MEMBER: Entry into Army profession; no previous military experience

Developing CES

Manage Training Development/Training

Conduct Literature Search - OPM, CAC, Other Services

Conduct Training Analysis

Conduct task analysis – Prof Mil Ed, Civ Ed Crs

Design Training Materials/ Products

Develop Training

Implement Training

Analyze competency crosswalk

Conduct Job Analysis Survey, 13-24 Sep

Conduct Critical Task Selection Board, 4-8 Oct

Evaluate Education/Training

Sources of LD Content - Civ

Current Civilian Courses

Personnel Management for Executives I & II

Organizational Leadership for Executives

Manager Development Course

Sustaining Base Leadership Management

Leadership Education and Development Course

Supervisory Development Course

Intern Leadership Development Course

Action Officer Development Course

Future CIVILIAN Courses

ADVANCED
(organizational; indirect ldr)
Mil: Bn/Bde   Civ: Director

INTERMEDIATE
(mid-level; direct/indirect ldr)
Mil: Co   Civ: Division Chief

BASIC
(first-level; direct ldr)
Mil: Sqd/Plt   Civ: Branch Chief

Entry Level
Orientation/Greening

Sources of LD Content - Mil

Existing UNIFORMED Courses

War College

SGM Course

Intermediate Level Ed

Advanced NCO Course

Captains Career Course

Basic NCO Course

Officer Basic Course

Primary Leader Development Course

Initial Entry Training

Future CIVILIAN Courses

ADVANCED
(organizational; indirect ldr)
Mil: Bn/Bde   Civ: Director

INTERMEDIATE
(mid-level; direct/indirect ldr)
Mil: Co   Civ: Division Chief
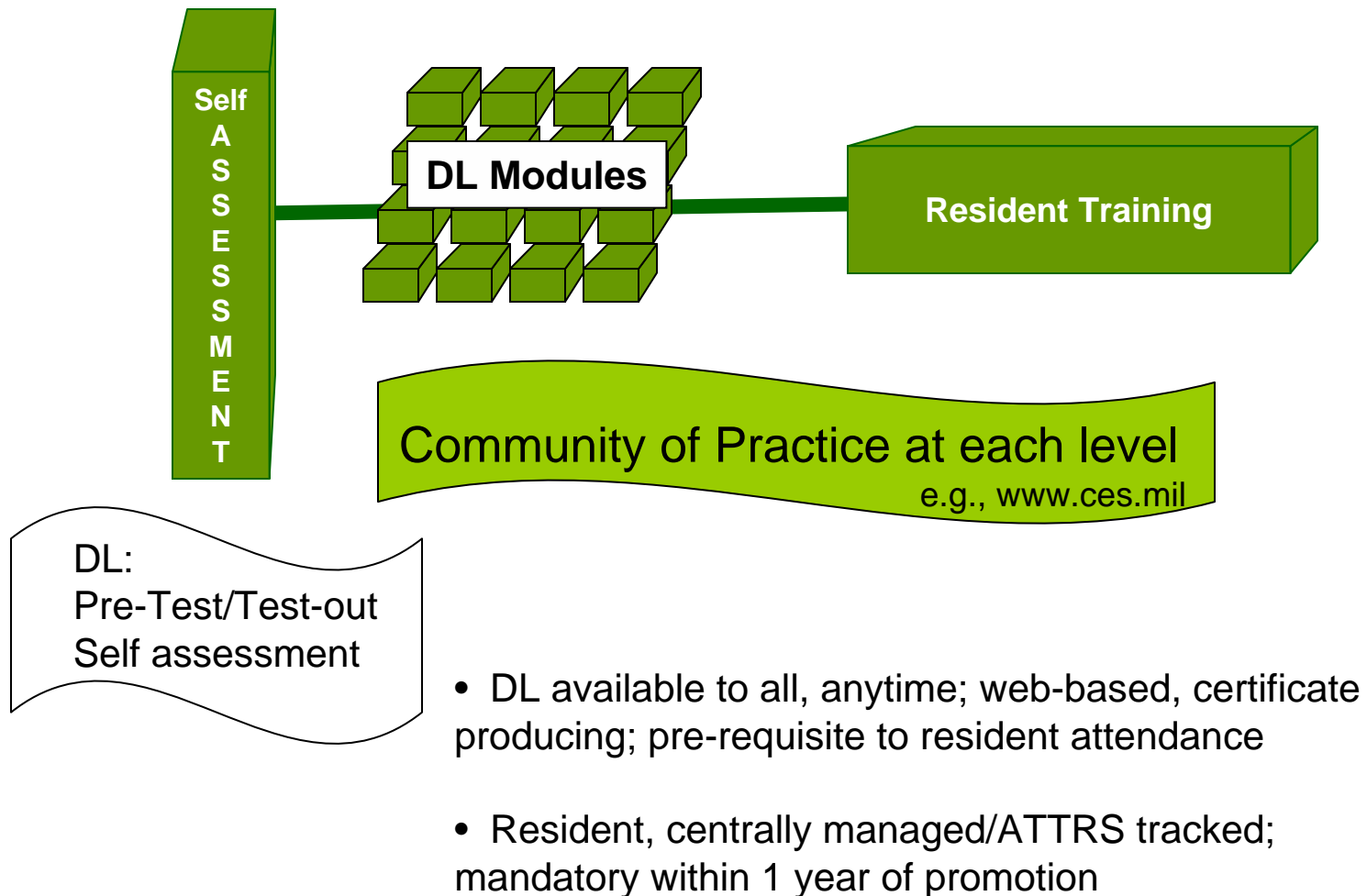
BASIC
(first-level; direct ldr)
Mil: Sqd/Plt   Civ: Branch Chief

Entry Level
Orientation/Greening

CES Architecture

Training Required by Position

Self ASSESSMENT

DL Modules

Resident Training

Community of Practice at each level

e.g., www.ces.mil

DL:
Pre-Test/Test-out
Self assessment

- DL available to all, anytime; web-based, certificate producing; pre-requisite to resident attendance

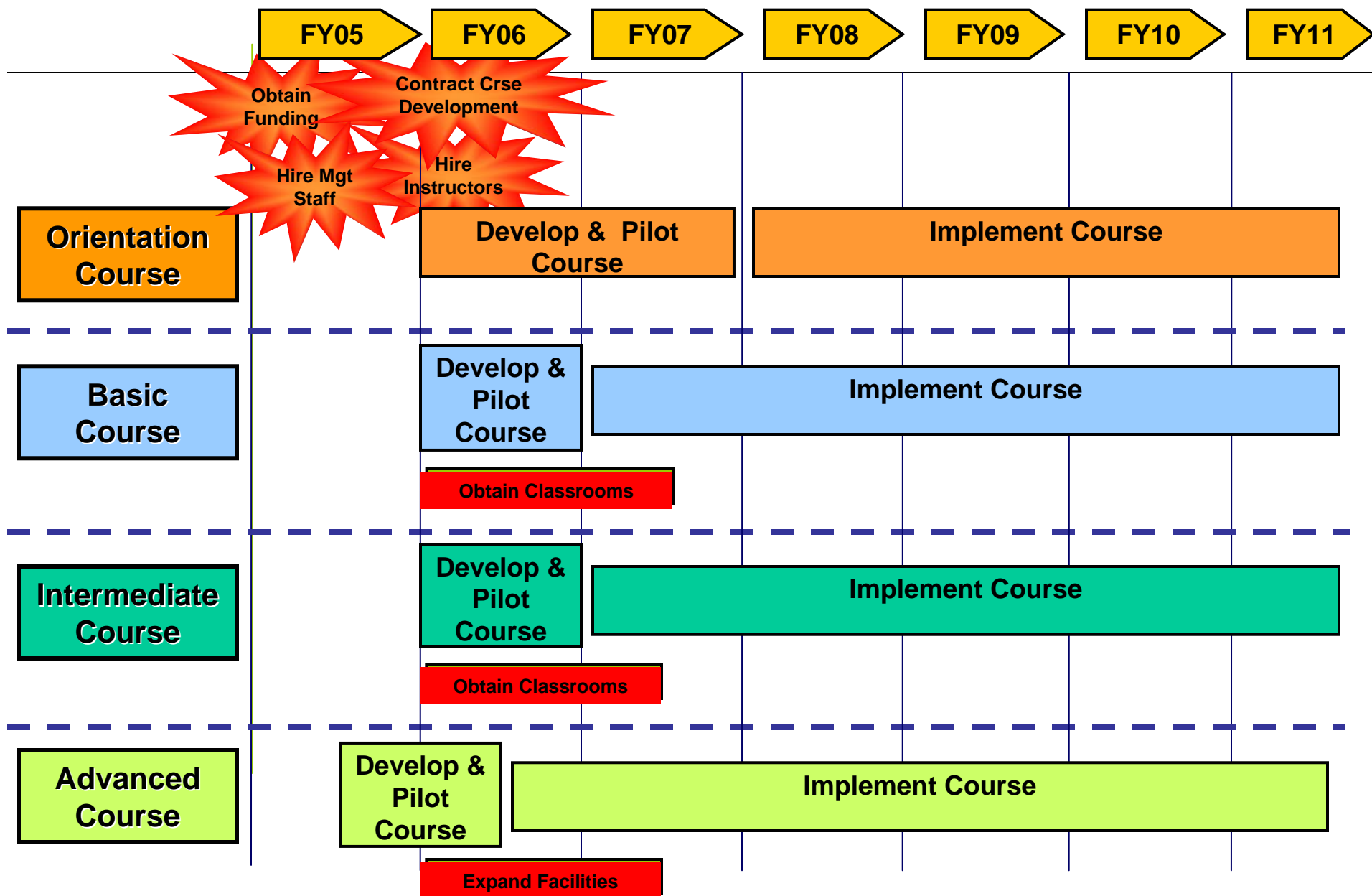- Resident, centrally managed/ATTRS tracked; mandatory within 1 year of promotion

Projected CES Courses

	Annual Student Load	Hours Resident Instruction	Hours Distributed Learning (DL) Instruction	Training Strategy
Orientation Course	20,000	0	91	DL only
Basic Course	6,000	112	72	DL pre-requisite *SGI Resident
Intermediate Course	5,000	138	109	DL pre-requisite SGI Resident
Advanced Course	668	119	90	DL pre-requisite SGI Resident

All levels supported by a Community of Practice

* Small Group Instruction

CES Implementation Timeline

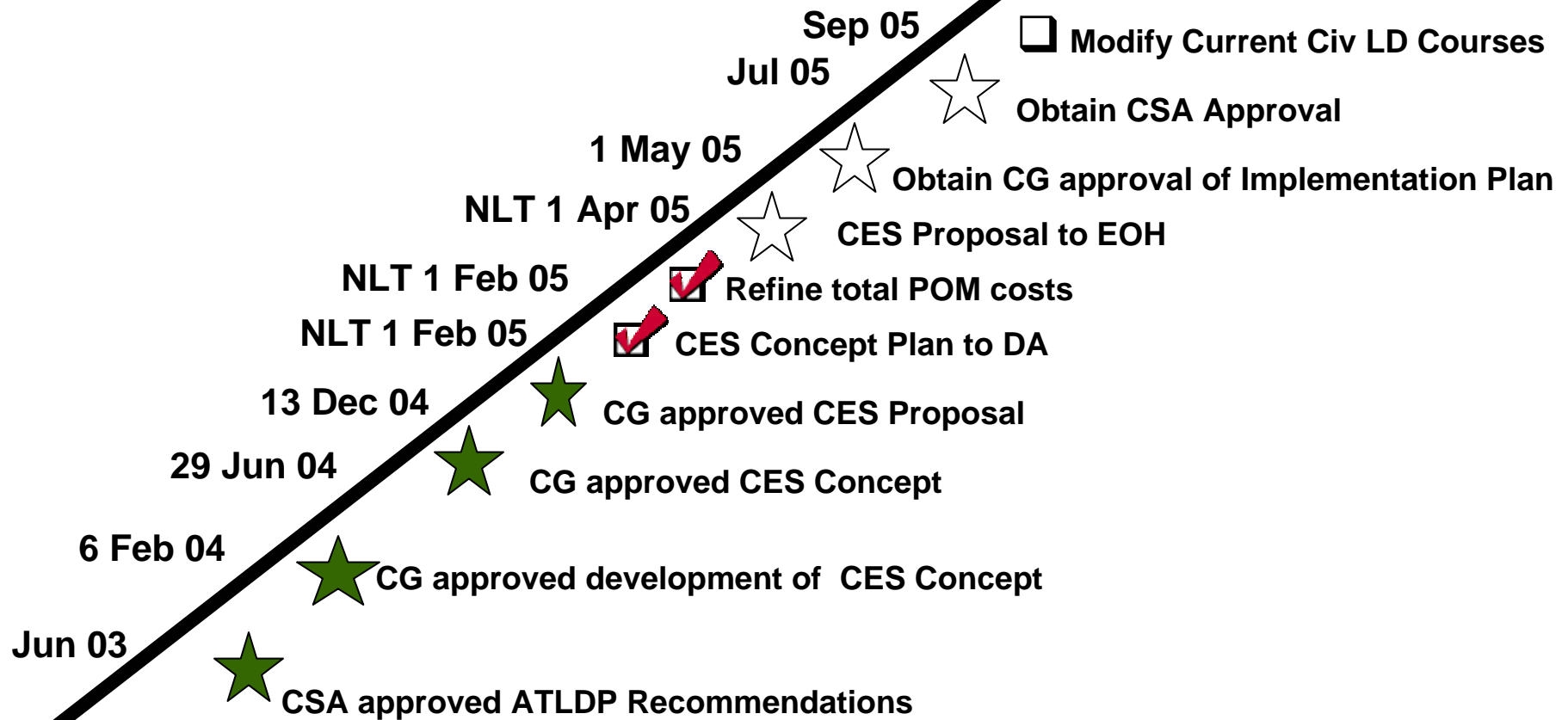|	FY05	FY06	FY07	FY08	FY09	FY10	FY11

Obtain Funding

Contract Crse Development

Hire Mgt Staff

Hire Instructors

Orientation Course — Develop & Pilot Course | Implement Course

Basic Course — Develop & Pilot Course | Implement Course

Obtain Classrooms

Intermediate Course — Develop & Pilot Course | Implement Course

Obtain Classrooms

Advanced Course — Develop & Pilot Course | Implement Course

Expand Facilities

CES
Leader Development
Timeline

Funding + 24 mos.

FY06

CONTINGENT UPON FUNDING

☐ Create New DL & Resident Courses

☐ Develop DL Reqs/Begin Development

Sep 05

☐ Modify Current Civ LD Courses

Jul 05

Obtain CSA Approval

1 May 05

Obtain CG approval of Implementation Plan

NLT 1 Apr 05

CES Proposal to EOH

NLT 1 Feb 05

☑ Refine total POM costs

NLT 1 Feb 05

☑ CES Concept Plan to DA

13 Dec 04

CG approved CES Proposal

29 Jun 04

CG approved CES Concept

6 Feb 04

CG approved development of CES Concept

Jun 03

CSA approved ATLDP Recommendations

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BACKUPS

Actions Toward Implementation

☑ **G3 approved forwarding $2.91M FY05 UFR to ABO for funding**

➢ Funds civilian overhires, training development contractors, and administrative costs to begin development effort

☑ **AMSC/CLTD transferred (with funding and manpower) to TRADOC**

☑ **CAC assigned C2 for AMSC/CLTD effective 15 Dec**

☑ **Transfer mission to CAC for further refinement and implementation**

CAC Implementation Tasks

- **Refine Critical Task Selection Board results for additional instructional analysis**

- **Design and develop training, by phase**

  – Modify existing courses to extent possible (FY05)

  – All DL and resident instruction (Adv Level) in FY06

  – Resident instruction (Basic/Intermediate) in FY07

- **Assess/refine programmatics/manpower**

- **Develop Implementation Plan for TRADOC CG approval**

Phased Implementation

- Phase 1: Modify current LD civilian courses (FY05)

  Contingent upon funding

- Phase 2: Modify existing DL courses (FY06)

- Phase 3: Create new DL/resident courses (FY06-07)

Actions Completed To Date

✓ Developed, staffed, and reconciled CES concept proposal with principal stakeholders.

✓ Cross-walked existing uniformed and civilian leader development tasks; identified and addressed gaps.

✓ Analyzed (initial) methods and length of proposed training

✓ Conducted field survey of approximately 1,000 DA civilians to validate proposed tasks; conducted Critical Task Selection Board

✓ Briefed CES concept proposal to G1/Board of Directors and G1/Career Program Policy Committee Functional Chief Representatives

✓ Coordinated transfer of Army Management Staff College and Civilian Leadership Training Division to TRADOC, 1 Oct, in accordance with G3 Concept Plan

✓ Obtained CG, TRADOC approval of coordinated CES concept proposal 13 Dec and mission proponency assigned to Combined Arms Center

✓ Submissions of: Manpower Concept Plan and CES Program Resource Analysis (ROM)

Actions To Be Completed

- Explore most effective/efficient means for providing resident CES instruction.

- Review requirements determination and reporting mechanisms to link civilian HR system with ATRRS.

- Research legislative obstacles of linking training to promotion.

- Continue to integrate CES proposal with emerging NSPS and SAW initiatives.

Orientation Course

Description: Designed for civilians entering the Army profession with no previous Army experience. Training focuses on Army core values, customs, heritage, and traditions; role of the Army and its members; and building interpersonal skills. New employees take an online pre-assessment to identify individual course modules needed.

Training Strategy:
- 100% Distributed Learning
- Delivery method is appropriate for knowledge-based/cognitive tasks/competencies required to achieve learning objectives at this level
- Web-based delivery available at office, education centers, and the Army Distributed Learning Program (TADLP) Digital Training Facilities
- Students supported by a Community of Practice
- Supervisor provides OJT to support learning objectives

Requirements:
- 91 hours DL instruction development/delivery
- 20,000 students per year
- 5 course support personnel (responsibilities change from development through implementation)

Basic Leader Development Course

Description: Designed for civilian leaders who exercise direct leadership to effectively lead and care for teams. Training focuses on providing basic education in leadership and counseling fundamentals, interpersonal skills, and self-awareness. Training must be completed not later than one year following selection to a direct-level supervisory position. A web-based DL pre-assessment will identify individual needs for specific DL modules.

Training Strategy:
- 72-hour DL pre-requisite (pre-assessment determines individual length)
  - Consider print-based medium initially, pending development of computer-based instruction.
- 112-hour resident phase
- 20 students per class / 2 instructors per class
- Small group instruction method promotes a high level of interactivity necessary to support learning objectives such as interpersonal skills/leader behaviors
- Students supported by a Community of Practice

Intermediate Leader Development Course

Description: Designed for civilian leaders who exercise direct and indirect
supervision, and are by necessity more adaptive, innovative, self-aware, and
prepared to effectively lead and care for personnel and manage assigned
resources. Training focuses on "mission" planning, team building,
establishing command climate, and stewardship of resources. Training must
be completed not later than one year following selection to a direct/indirect
level supervisory position. A web-based DL pre-assessment will identify
individual needs for specific DL modules.

Training Strategy:
- 109-hour DL pre-requisite (pre-assessment determines individual length)
  - Consider print-based medium initially, pending development of computer-based instruction.
- 138-hour resident phase
- 20 students per class / 2 instructors per class
- Small group instruction method promotes a high level of interactivity
  necessary to support learning objectives such as interpersonal skills/leader
  behaviors
- Students supported by a Community of Practice

Advanced Leader Development Course

Description: – Designed for civilian leaders who exercise predominately indirect supervision who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources. Training focus is on strategic thinking and assessment, change management, developing a cohesive organization, managing a diverse workplace, and management of resources. Training must be completed not later than one year following selection to an indirect level supervisory position. A web-based DL pre-assessment will identify individual needs for specific DL modules.

Training Model:
- 90-hour DL pre-requisite (pre-assessment determines individual length)
  - Consider print-based medium initially, pending development of computer-based instruction.
- 119-hour resident phase
- Incorporate advanced level competencies/tasks identified by the Critical Task Selection Board into the existing SBLM course; *new advanced level leader development curriculum will replace current SBLM leader development curriculum with no increase in course length*
- University environment; large lectures and small group seminars

CES Resource Rollup

CES ROLL UP	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY06-11
RES. COURSE DEVELOPMENT/SUST	0.00	1.85	0.38	0.38	0.38	0.38	0.38	3.72
DL COURSE DEVELOPMENT/SUST	0.00	6.73	0.40	0.41	0.41	0.42	0.43	8.80
INSTRUCTORS	0.00	1.82	12.79	13.23	13.68	14.15	14.63	70.31
COURSE SPT PERS	0.00	0.00	0.54	0.56	0.58	0.59	0.62	2.88
CLASSROOM TECHNOLOGY	0.00	0.13	1.09	0.10	0.10	0.10	0.10	1.59
MANAGEMENT MANPOWER	1.70	1.76	1.82	1.88	1.95	2.01	2.08	11.51
STAFF FURN/COMPUTERS	0.55	0.00	0.01	0.00	0.00	0.00	0.00	0.01
STAFF OPNS RECUR. COST	0.66	0.16	0.36	0.37	0.38	0.40	0.41	1.97
COURSE/SUPPLIES/PRNTG	0.00	1.72	1.56	1.57	1.58	1.58	1.59	9.60
STUDENT TRAVEL/PER DIEM	0.00	2.45	31.61	32.15	32.73	33.32	33.92	166.18
FACILITIES MAINT/UTILITIES	0.00	0.51	0.81	0.81	0.81	0.81	0.81	4.53
FACILITY UPGRADES	0.00	5.13	0.00	0.00	0.00	0.00	0.00	5.13
TOTAL CES RQMT	**2.91**	**22.26**	**51.36**	**51.44**	**52.58**	**53.75**	**54.95**	**286.23**
PROGRAMMED FUNDS (Highlighted fields indicate available funds for CES)								
ATLDP-C (DL Only)	0.00	0.93	0.20	0.21	0.21	0.21	0.22	1.98
TF LDR DEV & ED	0.00	0.34	0.66	0.66	0.28	0.28	0.28	2.51
SBLM	12.40	13.30	14.00	14.30	14.70	14.60	14.70	85.60
PME	1.60	1.80	1.90	1.90	2.00	2.00	2.00	7.90
CLTD (LEAD/OLE)	4.40	4.50	4.80	5.30	5.50	5.80	5.80	22.40
SR STAFF COLL. (SSC)	0.50	1.30	1.30	1.40	1.40	1.50	1.50	8.40
SUBTOTAL FUNDS AVAILABLE	**0.00**	**1.27**	**7.57**	**8.07**	**7.99**	**8.29**	**8.30**	**34.79**
NET CES RQMT	**2.91**	**20.98**	**43.79**	**43.38**	**44.59**	**45.46**	**46.65**	**251.45**